

# Agenda Item Form

Agenda Date: 04/06/04

Districts Affected: All

Dept. Head/Contact Information: Anthony Shaar, Interim Grant Program Administrator Community and Human Development, Ext. 4241

## Type of Agenda Item:

- |   |   |  |
|---|---|--|
| <input checked="" type="checkbox"/> Resolution            | <input type="checkbox"/> Staffing Table Changes   | <input type="checkbox"/> Board Appointments        |
| <input type="checkbox"/> Tax Installment Agreements       | <input type="checkbox"/> Tax Refunds              | <input type="checkbox"/> Donations                 |
| <input type="checkbox"/> RFP/ BID/ Best Value Procurement | <input type="checkbox"/> Budget Transfer          | <input type="checkbox"/> Item Placed by Citizen    |
| <input type="checkbox"/> Application for Facility Use     | <input type="checkbox"/> Bldg. Permits/Inspection | <input type="checkbox"/> Introduction of Ordinance |
| <input type="checkbox"/> Interlocal Agreements            | <input type="checkbox"/> Contract/Lease Agreement | <input type="checkbox"/> Grant Application         |
| <input type="checkbox"/> Other _____                      |   |  |

## Funding Source:

- ☐ General Fund
- ☐ Grant (duration of funds: \_\_\_\_\_ Months)
- ☒ Other Source: None

## Legal:

☒ Legal Review Required  
Denied

Attorney Assigned (please scroll down): Lee Ann Koehler

☒ Approved ☐

Timeline Priority: ☒ High ☐ Medium ☐ Low # of days: 2 days

## Why is this item necessary:

The Bush administration has called upon federal agencies and local communities to end chronic homelessness nationwide in ten years, due to the disproportionate percentage of the country's resources (50%) being spent on the chronically homeless, who only represent 10% of the homeless population. The chronically homeless have been defined as individuals who have been homeless for more than a year or who have been homeless repeatedly due to a disability, mental illness or substance abuse disorder. Because of the directive from our national administration, the U.S. Department of Housing and Urban Development (HUD), which provides a significant amount of the federal funding for homeless programs, is asking cities to develop and begin implementing a formal "Plan" to end chronic homelessness within 10 years. Cities having a strategic plan in place to end chronic homeless will have a distinct advantage in accessing federal grant dollars tied to homeless issues.

On December 16, 2003, City Council directed the Community Development staff to work with the Coalition for the Homeless to form a community task force to develop a City-approved Plan to end chronic homelessness in 10 years, consistent with the focus of HUD funding. The Mayor's Ad Hoc Task Force was subsequently formed and included a diverse mix of business and finance leaders; local, state and county homeless service agencies and providers; City representatives; law enforcement officials and City support staff. The Task Force met on three separate occasions to formulate this Plan. These three meetings do not take into account the additional dialogue that occurred in e-mails and telephone conversations between Task Force members and support staff to fine-tune this planning document. Additionally, the El Paso Coalition for the Homeless, during their general meeting held on March 25, 2004, unanimously approved the Plan. The Plan presented for acceptance by City Council is a culmination of the dedicated work of the Task Force. It (1) presents a clear view of current resources and initiatives; (2) outlines a realistic plan for implementing strategies; (3) identifies future resources; and (4) sets time lines for actions to occur. City Council is being asked to accept this Plan as the City's Plan to End Chronic Homelessness in Ten Years.

**Explain Costs, including ongoing maintenance and operating expenditures, or Cost Savings:**

As far as actual City resources being identified and targeted, the Plan recommends that the City extend the contract of the El Paso Homeless Coalition's Homeless Grants Planner until May 2005, utilizing Community Development Block Grant (CDBG) funds. The Department of Community and Human Development agrees with this recommendation and intends to submit a contract extension to City Council before May 31, 2004, when the current contract for this purpose with the Homeless Coalition expires. Twenty-ninth Year (2003-2004) CDBG Contingency funds will be made available for this purpose. The Plan also states that the Task Force has recommended that a permanent City position(s) be established within four to six years to ensure that the Plan presented to Council is realized within the ten-year time frame. This recommendation by the Task Force does not commit the City to fund this position in the future, but the City may consider doing so if general funds or additional grant funding become a viable option to keep this vital position stable and long term. For informational purposes, during this current program year, the City's investment of \$55,200 (Homeless Grants Planner salary + fringes, travel, supplies, telephone, partial secretarial salary) has returned close to \$4 million in homeless service grant funding to the community.

**Statutory or Citizen Concerns:**

None expected

**Departmental Concerns:**

None

# RESOLUTION

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

That the City Council accepts the 10-Year Strategic Plan, entitled Border Solutions: Ending Chronic Homelessness in El Paso, Texas, developed by the Mayor's Ad Hoc Task Force, the El Paso Coalition for the Homeless and the Department of Community and Human Development.

**ADOPTED** this 6<sup>th</sup> day of April, 2004.

CITY OF EL PASO

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Joe Wardy  
Mayor

ATTEST:

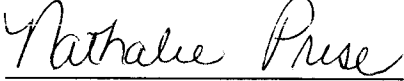
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Richarda Duffy Momsen  
City Clerk

APPROVED AS TO FORM:

  
Lee Ann B. Koehler  
Assistant City Attorney

APPROVED AS TO CONTENT:

  
Nathalie Prise, Interim Director  
Community and Human Development



City of El Paso, Texas



# Border Solutions

*Ending Chronic Homelessness  
in El Paso, Texas*

The City of El Paso acknowledges the following individuals for their contribution of time, energy, insight, and most of all, for their compassion for homeless issues and their work for the greater good of our community:

**Mayor's Ad Hoc Task Force**

Susan Austin, City Representative – District 1  
Ben Bass, Director, Recovery Alliance  
Ned Beman, Director of Public Housing, Housing Authority - City of El Paso  
Mike Breitingner, Executive Director, Downtown Management District  
Ralph Briones, Regional Administrator, Texas Department of Human Services  
Terry Crenshaw, Vice President for Program, El Paso Community Foundation  
Adan Dominguez, Director, Area Agency on Aging  
William Gilmer, PhD, Vice President in Charge, Federal Reserve Bank  
Diana Kirk, Assistant Chief, El Paso Police Department  
Gary Larcenaire, Executive Director, El Paso MHMR  
Philip LoPiccolo, Senior Field Representative, Congressman Silvestre Reyes  
Rosemary Neill, Director of Family and Community Services, El Paso County  
Phylis Rawley, Executive Director, El Paso Empowerment Zone  
Sandy Rioux, Executive Director, El Paso Center for Children  
Luis Rivera, Branch Manager, Magnolia Coca Cola Bottling Company  
Vivian Rojas, City Representative – District 7  
Earl Sanchez, Campaign Director, United Way of El Paso  
Ray Tullius, Executive Director, Opportunity Center for the Homeless  
Angela Waddy, Homeless Coordinator, El Paso VA Health Care System

**City of El Paso Support Staff**

Elvira Galindo, Grants Planner, City of El Paso  
Nathalie Prise, Interim Director, City of El Paso  
Robert Salinas, Social Services Administrator, City of El Paso  
Anthony Shaar, Senior Grants Planner, City of El Paso

Thanks to the member agencies of the El Paso Coalition for the Homeless and to El Paso's Faith-Based Community.

Special thanks to Melinda Read, Grants Planner, El Paso Coalition for the Homeless, who pulled this Plan together, and whose contagious enthusiasm for confronting the issues of chronic homelessness makes eliminating it a reality.

# Border Solutions

## *Ending Chronic Homelessness in El Paso, Texas*

On January 8, 2004, Mayor Joe Wardy convened an ad hoc task force to develop a plan to end chronic homelessness in El Paso within the next ten years. The committee formed to complete this task consisted of 23 individuals with strong leadership ability, and who were able to approach the problem of chronic homelessness from differing perspectives.

At the initial task force meeting on January 22, 2004, all members of the committee were supplied with basic information regarding the homeless population in El Paso, and were given a list of the services that are currently available in the community. Task force discussions centered on homelessness in general, until a group consensus was reached that chronic homelessness had specific issues that set it apart from general homeless issues. Discussions focused on: (1) how to engage the chronically homeless in order to provide services; (2) what services are needed; and (3) how housing can be provided.

After reviewing programs currently operating in other parts of the United States, the task force concluded that the "Housing First" concept appeared to offer the best approach for ending chronic homelessness when coupled with effective discharge planning. The mission for ending chronic homelessness in El Paso clearly became that of:

1. Preventing homelessness whenever possible.
2. Rapidly re-housing people when homelessness cannot be prevented.
3. Providing wrap-around services that promote housing stability and self-sufficiency.

These concepts, along with the need to utilize employment and social service programs to ensure that the chronically homeless sustain their housing, became the foundation of El Paso's plan.

### **Background**

In El Paso approximately 10,000 people, both individuals and families are homeless at some point during the year. The high levels of homelessness in the city are due, in part, to El Paso's location on the Mexico/US border. El

Paso is characterized by a large immigrant population, high levels of poverty, high unemployment rates and a growing number of homeless. The demographics and social service needs of the homeless in El Paso are influenced by the city's proximity to Ciudad Juarez, Mexico.

For more than a century, the continued economic and political instability of Mexico has created severe hardships for poor families. Traditionally, El Paso has been the "pass" for a better life and brighter future for Mexican immigrants. Upon their arrival, however, many immigrants continue to struggle for survival. El Paso itself is a poor city with a current unemployment rate of 8.1 per cent (Texas Workforce Commission 2-2-04) and a lack of affordable housing.

In an effort to understand and deal with the issue of homelessness in El Paso, the El Paso Coalition for the Homeless has conducted yearly "point-in-time" surveys since 1994. The scope and nature of the survey has expanded over time. The most recent survey (**Exhibit A**) conducted by the El Paso Coalition for the Homeless on January 6, 2004, reflects an adequate number of beds in emergency shelters, transitional shelters and permanent supportive housing programs. These numbers, however, can be misleading as they do not reflect the large number of individuals and families that are currently on waiting lists for transitional housing, permanent supportive housing and affordable permanent housing. Clients entering the system designed to help the homeless frequently become "stuck" in emergency or transitional shelters. Additionally, many shelters accept specific population groups – women and children only or families only. The hardest to serve, the severely mentally ill, the fragile elderly and persons with chronic substance abuse disorders remain under served.

Following the point-in-time survey, member agencies of the El Paso Coalition for the Homeless met to discuss the needs of the homeless in our community. In February 2004, the Coalition prioritized the top ten needs for El Paso's homeless (**Exhibit B**), with (1) transitional housing, (2) employment and (3) permanent supportive housing heading the list. Additionally, the El Paso VA Health Care System conducts an annual community assessment process to ascertain the needs of homeless veterans in the city. The need for permanent housing for homeless veterans was determined to be a critical need in the community.

Lower educational levels in the City of El Paso further complicate the struggle toward permanent housing for the homeless. About 75% of the general population in the United States complete high school, compared with 50% of El Paso's general population. The journal article, "Homeless Families On the Border: a Demographic Profile," a study conducted by Ryan and Hartman, indicated that of El Paso's homeless only 37% have 12 or more years of formal education. Additionally, over half of the individuals studied received

their education in Mexico, where it is far less common to have 12 years of formal education. Unlike the majority of the United States, the reason given for not completing school was financial rather than lack of childcare or pregnancy.

Also, El Paso has a large number of unskilled and semi-skilled workers who contribute to the community's low median income figure. In El Paso, the problem is compounded, as unsubsidized rents are very high in relation to the median income figures for the city. The percentage of families living below the federal poverty guidelines in El Paso is currently at 20.5% (City of El Paso Planning Department, 2004). The combination of low wages and a lack of affordable housing contribute to chronic homelessness among single disabled individuals.

### **Available Statistical Data**

On January 6, 2004, 1,177 individuals and families were housed in El Paso's 23 shelters, transitional living centers and permanent supportive housing programs. Another 58 homeless were counted on the streets, bringing El Paso's total count on this date to 1,235. Of the 724 homeless respondents that completed the Coalition's annual point-in-time survey (**Exhibit C**), slightly less than 50% of this total reported being single and disabled and homeless for more than a year or experiencing four or more episodes of homelessness during the past three years. The top three reasons given for homelessness by the population sampled were the loss of jobs, inability to pay rent and the inability to find affordable housing. The Housing Authority of the City of El Paso reports a waiting list of 3,304 on the Housing Authority complex list and 929 on the Section 8 certificate waiting list.

### **Characteristics of Chronic Homelessness**

The chronically homeless, those single disabled individuals that cycle in and out to the local shelters each month represent the hardest to serve segment of El Paso's homeless population. State statistics indicate that 27% of homeless single adults meet HUD's definition of chronically homeless. This population group has a high rate of mental illness and substance abuse disorders, and they use a disproportionate amount of the system's resources. The El Paso VA Health Care System estimated that El Paso had 1,350 homeless veterans in 2003. The number of homeless veterans in El Paso is influenced by El Paso's location on a major interstate, the presence of a large military base, and our temperate climate.



## **Actions Taken to End Chronic Homelessness**

As early as 1994, the El Paso Coalition for the Homeless looked at ways and means to address the needs of the chronically homeless in El Paso. One significant group of chronically homeless in the shelter systems is the fragile and elderly homeless. Composed of both men and women, this group contains many former farm workers who are no longer capable of physical labor. Funding for a Single Room Occupancy (SRO) facility was secured through HUD's Continuum of Care application and a 20-bed facility opened in October of 2002. An additional SRO designed to serve chronically homeless women was planned and funded at the same time, and will be operational in 2004.

In response to the specific issue of chronic homelessness, the El Paso Coalition for the Homeless convened a series of meetings in early 2003. Participants included representatives from the El Paso VA Health Care System; the local mental health authority, the Housing Authority of the City of El Paso, the Opportunity Center for the Homeless, San Vicente Medical Clinic, community volunteers and the City's Department of Community and Human Development staff. The group concluded that the exact number of chronically homeless currently in El Paso was not known, however, the chronically homeless can be characterized as having mental health issues, being monolingual Spanish speakers with limited formal education or training that rely on sporadic employment; or veterans that have mental health issues, substance abuse disorders or other disabling conditions.

Meeting participants concluded that the existing barriers to addressing the problems of the chronically homeless in El Paso are the inability of the local mental health providers to expand services to meet identified needs for additional services; the lack of appropriate housing solutions that would be able to offer "wrap around services" in addition to housing; and the lack of sufficient transitional or permanent supportive housing options. The results of these meetings were shared with all El Paso Coalition members at the annual gaps analysis/strategic planning session in January 2003.

Coalition members recommended that:

- A "Safe Haven" be created that would serve as a magnet for the chronically homeless mentally-ill;
- That additional psychiatric and counseling services be made available in El Paso's emergency shelters to engage the chronically homeless mentally ill in the community;
- That both an emergency shelter and a transitional shelter for chronically homeless single women be developed to offer supportive living arrangements;
- That aggressive outreach to chronically homeless veterans be continued in an effort to engage and support this population group; and

- That additional substance abuse disorder treatment and outreach be developed to assist the chronically homeless on the streets and in shelters.

As a direct result of these sessions, El Paso's 2003 Continuum of Care submission contained (1) requests for a "Safe Haven" for the chronically homeless mentally ill; (2) the provision of mental health services at a local emergency shelter and day resource facility; and (3) a relapse prevention program aimed at chronically homeless persons with substance abuse disorder. All of the projects were funded and will come on line in 2004.

The Coalition actively encouraged the development of services to the chronically homeless in an effort to strengthen El Paso's Continuum of Care process. Community meetings regarding the chronically homeless were resumed on December 11, 2003, at a general Coalition meeting. Sixty-five (65) Coalition members, agency representatives, elected officials and community leaders met to discuss the issue of chronic homelessness in El Paso. The Coalition voted to commence work on a formal plan to end chronic homelessness in ten years. Coalition members asked that the plan to end chronic homelessness be completed in 90 days. In order to accomplish this goal, the Coalition asked Mayor Joe Wardy to establish an Ad Hoc Task Force with broad-based community representation to assist in developing a plan for the City of El Paso.

In addition to the Mayor's Ad Hoc Task Force, 33 representatives from El Paso's faith-based community met on January 21, 2004, to address the role of the religious community in ending chronic homelessness in the city. The religious community is aware of the shortage of permanent supportive housing in the community, and is exploring ways to address this problem. Faith-based community members see themselves as being ideally suited to initiate an engagement process that will assist the chronically homeless in accessing community resources.

In an effort to address the issue of homeless youth, the El Paso Area Foster Parent Association initiated a new program in 2002. The El Paso Area Foster Parent Association, working in partnership with the Housing Authority of the City of El Paso, aids youth that have aged out of the state foster care system. Former foster care youth have historically become a part of the chronically homeless population. In an effort to break the cycle of homelessness among this population, the Foster Parent Association places youth directly into subsidized housing utilizing Section 8 vouchers when they leave foster care. Once housed, the Foster Care Association provides supportive services to these youth to ensure that they are able to access educational, vocational and employment resources.

Additionally, the El Paso Coalition's planning committee assists in developing effective strategies that address the needs of El Paso's chronically homeless.

In 2003, the Coalition, in conjunction with the City of El Paso, arranged for a community meeting to discuss how to implement effective discharge planning that would limit the number of chronically homeless. The El Paso Coalition for the Homeless has utilized input from its 35-member agencies that serve the homeless, the religious community and business leaders to develop El Paso's action plan to end chronic homelessness in El Paso. El Paso's plan is based on a multi-pronged approach that incorporates engaging the chronically homeless; providing needed support services to enhance their independence; and the provision of affordable housing with access to supportive services.

The task force members have called for the continued funding of a minimum of one Grants Planner with appropriate support staff to ensure that the plan presented to City Council is realized within the allocated time frames. Additionally, the task force feels that a permanent city position(s), charged with ensuring chronic homelessness is eliminated within the allocated ten-year period recommended by the United States Interagency Council, be established within the next four to six years. In the short term (May 2004), the City of El Paso, utilizing Community Development Block Grant funds, will once again extend the contract of the current Grants Planner to May 2005.

Barriers to ending chronic homelessness include:

- Lack of permanent affordable housing
- Lack of permanent supportive housing
- Inability to access mainstream resources (SSI, Food Stamps, Medicaid, Texas Workforce Commission)
- Limited mental health assistance
- Lack of sufficient substance abuse disorder treatment and recovery programs
- High unemployment
- Lack of training and employment programs for the chronically homeless
- Lack of a coordinated discharge plan from public agencies and institutions

## **STRATEGY #1 – ENGAGING THE CHRONICALLY HOMELESS**

### **Current Engagement Efforts**

- Meals are provided in area emergency shelters that assist in engaging the chronically homeless
- The El Paso Mental Health and Mental Retardation authority operates a street outreach program for the mentally ill
- The Opportunity Center operates a Veterans' Outreach program that contacts homeless veterans in area shelters

- The Opportunity Center delivery of meals to the streets to facilitate the engagement of the chronically homeless
- An informal cooperative effort with law enforcement agencies exists that encourages referral to local shelters
- Aliviane's "Puertas Abiertas" program provides substance abuse counseling and outreach to the chronically homeless
- The El Paso Area Foster Parent Association and the El Paso Housing Authority provide housing assistance and supportive services for youth aging out of foster care
- The El Paso VA Health Care System provides outreach, treatment and referrals for homeless Vets

### Enhanced Engagement Efforts

<b>GOAL #1: A campaign to educate the community about El Paso's chronically homeless</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Utilize existing community groups as a base to educate citizens about actions they can take to affect the chronically homeless	Neighborhoods First, the Mayor's initiative to give neighborhoods a voice in City government	2005	City of El Paso, Community Groups
Utilization of local radio, print and media outlets to educate the community regarding chronic homelessness	El Paso Coalition for the Homeless member agencies	2008	Existing agencies serving the homeless; the El Paso Advertising Council; Downtown Development
Reporting of chronically homeless to expedite service delivery	Handled through 211 project	2005	Lead agency for 211 project
Utilization of a mobile van staffed with professional staff skilled in engaging the chronically homeless	Centro San Vicente Medical Clinic	2006	Grant funding
Provision of emergency food and clothing made available through the mobile van	Centro San Vicente Medical Clinic	2006	Grant funding

<b>GOAL #2: El Paso's faith-based community will utilize local churches to provide outreach and referral in an effort to engage the chronically homeless</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Training on chronically homeless issues and	El Paso Coalition for the Homeless, Area Council	2008	N/A

provision of resource directories to all faith-based organizations	on Aging, Faith-Based Partners in Caring		
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<b>GOAL #3: A homeless management data base will be utilized to coordinate services for the chronically homeless in the community</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Initiation of a Homeless Management Information System (HMIS)	El Paso Coalition for the Homeless in conjunction with area agencies serving the homeless	2008	HUD Continuum of Care funding and local homeless agencies

<b>GOAL #4: A coordinated discharge plan will be developed with the county jail, the state prison, area hospitals and the psychiatric hospital</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Development of MOU's that address discharge planning between homeless service providers and jails, hospitals, and mental health facilities and local homeless shelters	El Paso Coalition for the Homeless and the Interagency Council	2005	N/A

## **STRATEGY #2 – PROVIDING SERVICES TO THE CHRONICALLY HOMELESS**

### **Available Services**

- El Paso has nine emergency shelters, 13 transitional living centers and five permanent supportive facilities with a combined capacity of 1,383
- Aliviane provides residential treatment facilities for persons with substance abuse disorders
- Medical care for the homeless is provided by Centro San Vicente Medical Clinic
- Shelters provide showers, storage facilities, a mail accommodation address for homeless clients
- Child care is available through the YWCA Mi Casa child care program
- The Opportunity Center for the Homeless provides educational opportunities in the form of computer instruction, GED's, and self-investment classes
- Area shelters provide case management, life skills classes, job referrals, and housing assistance

- The Opportunity Center provides a transportation system that serves all area shelters
- A legal clinic is available for homeless clients that provides assistance with civil law issues excluding immigration issues
- The Opportunity Center offers a coordinated network of services that include medical care, mental health services, transportation, legal services, housing placement, employment, and ninety-one units of permanent supportive housing
- Region XIX provides programming for homeless school age children that includes counseling and educational enrichment programs
- Region XIX Headstart Program provides enrichment programs for infants age birth through three
- El Paso VA Health Care System provides medical, mental health and benefits for eligible veterans

### Planned Services

#### **GOAL #1: The number of mental health and substance abuse professionals in local emergency shelters will be increased**

Action Steps	Responsible Organization	Target Dates	Resources
Funding requests to both private and public funding sources	El Paso Mental Health and Mental Retardation; Aliviane; Centro San Vicente Medical Center; Opportunity Center for the Homeless; Recovery Alliance	2009	SAMHSA; HUD; TACADA; Private foundations; El Paso VA Health Care System

#### **GOAL #2: Dental services will be available to the chronically homeless**

Action Steps	Responsible Organization	Target Dates	Resources
Submission of grant requests to provide dental care	Opportunity Center for the Homeless; Centro San Vicente Medical Center	2007	Foundation funding; El Paso VA Health Care System (for eligible Vets)

#### **GOAL #3: Coalition wide referral system to facilitate SSI, Social Security Disability applications, and Veteran's benefits**

Action Steps	Responsible Organization	Target Dates	Resources
Grant submission for specific personnel to serve as liaisons for SSI and SSD application for the chronically homeless	Opportunity Center for the Homeless	2005	Grant funding through the Social Security Administration; El Paso VA Health Care System

**GOAL #4: Coalition wide access to food stamps, Medicaid applications for the chronically homeless**

Action Steps	Responsible Organization	Target Dates	Resources
Establishment of a liaison to connect chronically homeless clients to expedited services	Texas Department of Human Services	2004	Texas Department of Human Services

**GOAL #5: Development of a case management system that allows for one case manager to follow a client through the service delivery system regardless of where services are initiated**

Action Steps	Responsible Organization	Target Dates	Resources
Coordination of case management utilizing the HMIS system	El Paso Coalition for the Homeless HMIS system	2006	El Paso Coalition for the Homeless member agencies; HMIS

**GOAL #6: Exploration of the feasibility of creating a mental health court**

Action Steps	Responsible Organization	Target Dates	Resources
Enhanced handling of the chronically homeless mentally ill in the local court system	El Paso County Attorney's Office	2008	Grants and foundation funding

**GOAL #7: Creation of a mental health unit within the Public Defender's Office**

Action Steps	Responsible Organization	Target Dates	Resources
Provision of legal and social work services to the mentally ill to facilitate linkages to supportive services	El Paso Public Defender's Office	2004	Texas Task Force on Indigent Defense

**GOAL #8: Development of additional transitional housing for the chronically homeless**

Action Steps	Responsible Organization	Target Dates	Resources
Seek board approval from City of El Paso Housing Authority to create a priority list for the chronically homeless	City of El Paso Housing Authority	2006	City of El Paso Housing Authority; El Paso Coalition for the Homeless member agencies

<b>GOAL #9: Substance abuse/mental health services for the elderly</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Develop appropriate facilities for fragile elderly and chronically homeless	Area Agency on Aging	2006	MHMR; Aliviane

<b>GOAL #10: Provision of medical services on site at area shelters</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Will utilize existing resources to provide medical care, especially in the area of communicable diseases	El Paso County	2006	City-County Health Department

<b>GOAL #11: Explore the specific need for increased transportation services for the chronically homeless</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Will assess current transportation needs	Sun Metro; Opportunity Center	2008	City of El Paso Sun Metro; Opportunity Center for the Homeless; El Paso Coalition for the Homeless member agencies

<b>GOAL #12: Development of recovery houses to assist clients in transitioning to permanent housing following detox/treatment</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Will seek funding to provide a system of recovery houses	Recovery Alliance; Aliviane	2005	Grants (SAMHSA, TACADA)

## **STRATEGY #3 – ESTABLISHING THE CHRONICALLY HOMELESS IN INDEPENDENT LIVING OR LONG TERM SUPPORTIVE HOUSING**

### **Current Resources**

- The Magoffin Single Room Occupancy offers permanent supportive living for 20 frail and elderly homeless
- AA Grupo 24 offers a residential program for 37 substance abusers



- The Housing Authority of the City of El Paso provides eighty Section 8 certificates for youth that have aged out of the foster care system in cooperation with the El Paso Area Foster Parent Association
- Missouri Street residence, a single room occupancy facility provides housing for 39 single homeless residents
- The El Paso Mental Health and Mental Retardation provides scattered site housing to 37 mentally ill consumers

### **Planned Housing and Employment Resources**

#### **GOAL #1: Creation of scattered site permanent housing for the chronically homeless**

Action Steps	Responsible Organization	Target Dates	Resources
Collaboration among existing agencies	El Paso MHMR; Housing Authority of the City of El Paso	2007	City, State and Federal funding

#### **GOAL #2: Creation of housing opportunities that will allow for a return to housing following a short stay in a residential care facility (detox, hospital)**

Action Steps	Responsible Organization	Target Dates	Resources
Exploration of possible funding sources	Recovery Alliance; Aliviane	2006	SAMHSA; TACADA

#### **GOAL #3: Provision of long term supportive housing**

Action Steps	Responsible Organization	Target Dates	Resources
Development of additional collaboratives between agencies to secure funding	Housing Authority of the City of El Paso; VA Health Care System; El Paso MHMR	2008	HUD Continuum of Care funding

#### **GOAL #4: A "Safe Haven" for chronically homeless and mentally ill individuals**

Action Steps	Responsible Organization	Target Dates	Resources
Complete construction of planned Safe Haven	Opportunity Center for the Homeless	2005	HUD Continuum of Care funding; Opportunity Center for the Homeless; El Paso VA Health Care System

<b>GOAL #5: Direct placement of the chronically homeless into housing from institutions, hospitals and jails</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Development of a system wide placement with appropriate supportive services	El Paso Coalition for the Homeless acting as the coordinating agency	2008	City of El Paso Housing Authority; area affordable housing projects; MHMR; Veterans Association; Opportunity Center for the Homeless; El Paso County Adult Probation; State Prison; County Jail; local hospitals; El Paso VA Health Care System

<b>GOAL #6: Emphasis on housing first options for the chronically homeless</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Effort coordinated by the El Paso Coalition for the Homeless	El Paso MHMR; City of El Paso Housing Authority; El Paso VA Health Care System	2010	El Paso Coalition for the Homeless member agencies; Federal, State and local funding sources; private foundations

<b>GOAL #7: Employment opportunities for the chronically homeless</b>			
Action Steps	Responsible Organization	Target Dates	Resources
Training for specific and linked employment	El Paso Coalition for the Homeless	2008	El Paso Coalition for the Homeless agencies; Upper Rio Grande Workforce Development Board; Project Bravo; Texas Rehabilitation Commission
Financial incentives for employers who hire the chronically homeless	El Paso Coalition for the Homeless member agencies	2008	El Paso Empowerment Zone; Upper Rio Grande Workforce Development Board
Establishment of a pool of tolerant employers willing to hire the chronically homeless	El Paso Coalition for the Homeless member agencies	2008	El Paso Coalition for the Homeless member agencies; Upper Rio Grande Workforce

			Development Board
Utilization of job coaches to help the chronically homeless get and hold jobs	El Paso Coalition for the Homeless member agencies	2008	El Paso Empowerment Zone; Upper Rio Grande Workforce Development Board

# EL PASO COALITION FOR THE HOMELESS

## SHELTER/STREET COUNT ON JANUARY 6, 2004 – FINAL REPORT

EMERGENCY SHELTERS						
SHELTER	MEN	WOMEN	CHILD	TEEN	TOTAL	CAPACITY
ANNUNCIATION HOUSE	22	10	6	0	38	52
CHILD CRISIS CENTER	0	0	10	0	10	28
DAME LA MANO	0	14	35	0	49	37
EL PASO CENTER AGAINST FAMILY VIOLENCE	0	16	25	8	49	98
OPPORTUNITY CENTER FOR THE HOMELESS	143	19	0	0	162	150
RESCUE MISSION	126	28	15	0	169	140
EL PASO CENTER FOR CHILDREN	0	0	0	6	6	6
SALVATION ARMY	3	21	30	7	61	65
SIN FRONTERAS	55	0	0	0	55	120
<b>TOTALS</b>	<b>349</b>	<b>108</b>	<b>121</b>	<b>21</b>	<b>599</b>	<b>696</b>

TRANSITIONAL SHELTERS						
SHELTER	MEN	WOMEN	CHILD	TEEN	TOTAL	CAPACITY
CASA VIDES	5	4	5	4	18	25
CHRISTIAN HOME	29	0	0	0	29	31
HOUSING AUTHORITY OF EP-SNAP	9	27	24	6	66	66
LA POSADA HOME, INC.	0	11	22	1	34	50
PROJECT VIDA	0	6	17	3	26	26
REYNOLDS HOUSE	0	6	5	0	11	20
SALVATION ARMY – 1 <sup>ST</sup> STEP	0	2	5	2	9	20
SALVATION ARMY – TLC	3	9	22	0	34	42
TLP HOMELESS TEEN MOTHERS	0	14	16	0	30	30
VICTORY IN JESUS	12	0	0	0	12	25
VETERANS' TLC	20	0	0	0	20	20
INDEPENDENCE HOUSE	0	6	6	1	13	20
YWCA – TLC	0	17	27	1	45	51
<b>TOTALS</b>	<b>78</b>	<b>102</b>	<b>149</b>	<b>18</b>	<b>347</b>	<b>426</b>

PERMANENT SUPPORTIVE SHELTERS						
SHELTER	MEN	WOMEN	CHILD	TEEN	TOTAL	CAPACITY
AA GRUPO 24	27	4	0	1	32	32
EL PASO COMMUNITY MH&MR CENTER	18	12	7	0	37	37
HOUSING AUTHORITY OF EP – ON MY OWN	26	49	28	0	103	133
MAGOFFIN SRO	14	6	0	0	20	20
MISSOURI STREET RESIDENCE	28	11	0	0	39	39
<b>TOTALS</b>	<b>113</b>	<b>82</b>	<b>35</b>	<b>1</b>	<b>231</b>	<b>261</b>

<b>COMBINED SHELTER STATISTICS</b>	<b>540</b>	<b>292</b>	<b>305</b>	<b>40</b>	<b>1177</b>	<b>1383</b>
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### HOMELESS LIVING ON THE STREETS

AS SERVED BY OPPORTUNITY CENTER	9
AS SERVED BY SALVATION ARMY	38
AS SERVICED BY FOSTER PARENT ASSOC.	1
MISSOURI STREET RESIDENCE	10
<b>TOTAL</b>	<b>58</b>

<b>TOTAL SHELTER/STREET COUNT</b>	<b>598</b>	<b>292</b>	<b>305</b>	<b>40</b>	<b>1235</b>
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ESTIMATED POPULATION OF EL PASO'S HOMELESS

1400

**TOP TEN RANKED NEEDS OF EL PASO'S HOMELESS  
EL PASO COALITION FOR THE HOMELESS – FEBRUARY 2004**

<b>AGENCY RANKING</b>	<b>AREA OF SERVICE/NEED</b>	<b>GAP IN SERVICES IDENTIFIED</b>
<b>1</b>	TRANSITIONAL HOUSING	<ul style="list-style-type: none"> <li>✓ THERE STILL IS NOT ADEQUATE TRANSITIONAL HOUSING, PARTICULARLY FOR SINGLE WOMEN.</li> <li>✓ PARTICULAR NEED FOR TRANSITIONAL HOUSING WITH SUPPORT STAFF FOR PERSONS WITH SUBSTANCE ABUSE DISORDERS.</li> </ul>
<b>2</b>	EMPLOYMENT	<ul style="list-style-type: none"> <li>✓ NEED FOR SITUATIONS WHERE THE HOURS HAVE FLEXIBILITY.</li> <li>✓ USE OF INTERNSHIPS/ON-THE-JOB TRAINING COULD BE A VIABLE OPTION FOR THE HOMELESS IN SEARCH OF WORK.</li> <li>✓ NEED FOR TAX INCENTIVES FOR EMPLOYERS TO ENCOURAGE THEM TO EMPLOY THE HOMELESS.</li> </ul>
<b>3</b>	PERMANENT SUPPORTIVE HOUSING	<ul style="list-style-type: none"> <li>✓ NEED FOR PERMANENT SUPPORTIVE HOUSING FOR THOSE CHRONICALLY HOMELESS, FOR THE MENTALLY ILL, PERSONS WITH SUBSTANCE ABUSE DISORDERS AND THE ELDERLY.</li> </ul>
<b>4</b>	CHILD CARE	<ul style="list-style-type: none"> <li>✓ NEED AFFORDABLE CHILD CARE. SOME THAT IS AVAILABLE IS NOT AFFORDABLE FOR THE HOMELESS. NEED FOR MORE SLOTS FOR HOMELESS CHILDREN.</li> <li>✓ ACCESSIBILITY IS OFTEN DIFFICULT DUE TO TRANSPORTATION ISSUES.</li> <li>✓ AFTER HOURS/AFTER SCHOOL DAY CARE IS NEEDED.</li> </ul>
<b>5</b>	MEDICAL/DENTAL HEALTH SERVICES	<ul style="list-style-type: none"> <li>✓ SPECIFIC NEEDS ARE FOR GLASSES, MEDICATIONS AND DENTAL CARE.</li> </ul>
<b>6</b>	PERMANENT HOUSING	<ul style="list-style-type: none"> <li>✓ NEED FOR NURSING HOME TYPE RESIDENCE FOR ELDERLY HOMELESS.</li> <li>✓ ACCESSIBILITY TO AFFORDABLE PERMANENT HOUSING CONTINUES TO BE A MAJOR ISSUE.</li> </ul>
<b>7</b>	MENTAL HEALTH SERVICES	<ul style="list-style-type: none"> <li>✓ PSYCHIATRIC CARE NEEDS TO BE MORE STABLE AND THERE IS A REAL NEED FOR ADDITIONAL CARE PROVIDERS.</li> <li>✓ SUPPORTIVE HOUSING FOR MENTALLY ILL CLIENTS IS STILL A REAL NEED.</li> <li>✓ NEED FOR FUNDING FOR MEDICATIONS FOR THE HOMELESS MENTALLY ILL CLIENTS.</li> <li>✓ CONTINUING NEED FOR CRISIS MENTAL HEALTH CARE (ADMISSION TO THE PSYCHIATRIC CENTER STILL DIFFICULT).</li> </ul>
<b>8</b>	EDUCATION/TRAINING	<ul style="list-style-type: none"> <li>✓ NEED FOR INDIVIDUALIZED TUTORING FOR GED FOR YOUTH AND SPANISH SPEAKERS. ALSO A NEED FOR ENGLISH SPEAKING GED TRAINING. SOME NEED PRE-GED TRAINING.</li> <li>✓ NEED FOR TRAINING FOR THOSE WITH CRIMINAL RECORDS AS THEY OFTEN HAVE THE GREATEST DIFFICULTY IN OBTAINING WORK.</li> </ul>
<b>9</b>	MEDICAL/DENTAL HEALTH SERVICES	<ul style="list-style-type: none"> <li>✓ SPECIFIC NEEDS ARE FOR GLASSES, MEDICATIONS AND DENTAL CARE.</li> </ul>
<b>10</b>	EMERGENCY SHELTER	<ul style="list-style-type: none"> <li>✓ MORE BEDS NEEDED FOR WOMEN WITH FAMILIES. ALSO A NEED FOR SPACE FOR MEN WITH CHILDREN.</li> </ul>

# INDIVIDUAL SURVEYS – JANUARY 6, 2004

## 724 INDIVIDUAL CLIENT RESPONSES

### HOMELESSNESS CAUSED BY:

LOSS OF JOBS	368
INABILITY TO PAY RENT	311
UNABLE TO AFFORD HOUSING	231
FAMILY DISAGREEMENT	204
HEALTH PROBLEMS	200
DRUG/ALCOHOL PROBLEMS	161
MENTAL HEALTH	117
DOMESTIC ABUSE	113
OVERCROWDING	99
HOSPITALIZATION	98
FOSTER CARE	91
LOSS OF PUBLIC AID	82
RELEASE FROM INSTITUTION	69
LANDLORD DISPUTE	65
RESIDENCE BEING TORN DOWN	28

### TYPE OF SERVICES NEEDED:

FINDING A PLACE TO LIVE	518
TRANSPORTATION	489
JOBS	423
MEDICAL CARE	340
EYE CARE	283
DENTAL CARE	263
LEGAL SERVICES	182
MENTAL HEALTH SERVICES	179
ASSISTANCE WITH BUDGETING	163
CHILD CARE	153

### CHRONIC HOMELESSNESS

HOMELESS FOR A YEAR OR MORE	350
HOMELESS FOUR OR MORE TIMES IN THE LAST THREE YEARS	237
PHYSICAL DISABILITY	174
MENTAL DISABILITY	160
DRUG RELATED	82